

Contents

<i>Chapter</i>		<i>Page</i>
I.	ENGINEERS IN THE NEW ARMY	1
	<i>The Engineer Mission</i>	1
	<i>Engineers in the Old Army</i>	10
	<i>Reorganization of Division and Corps Units</i>	12
	<i>Formation of Armored and Aviation Units</i>	16
	<i>The Impact of the German Blitzkrieg</i>	18
	<i>Changes in General Units After the Blitzkrieg</i>	22
II.	THE REVOLUTION IN EQUIPMENT	27
	<i>The Process of Selection</i>	27
	<i>From Hand Tools to Power Machinery</i>	29
	<i>Strains on the Bridges</i>	36
	<i>Passage of Artificial Obstacles</i>	53
	<i>Equipment for Aviation Engineers</i>	55
III.	EFFECTS OF AERIAL PHOTOGRAPHY ON MAPPING AND CAMOUFLAGE	64
	<i>Mapping Techniques</i>	64
	<i>The Air Force-Engineer Team</i>	69
	<i>Divergent Opinions on the Team and Modification of Doctrine</i>	75
	<i>Camouflage for Open Warfare</i>	81
IV.	A START IN THE PROCUREMENT OF EQUIPMENT	88
	<i>Peacetime Plans</i>	88
	<i>Two Million Extra</i>	92
	<i>Rearming in Earnest</i>	93
	<i>The Beginning of Production Problems</i>	102
V.	CONVERTING TO A CITIZEN CORPS	109
	<i>The Nucleus</i>	109
	<i>The "Terrific" Expansion</i>	115
	<i>Training the First Civilians</i>	124

Chapter	Page
VI. REORGANIZATION AND GROWTH IN 1942	132
<i>The Wartime Task and Administrative Changes</i>	132
<i>Refinement of Prewar Troop Organizations</i>	136
<i>The Influence of Logistics on Engineer Growth</i>	142
VII. ACCELERATED TRAINING	146
<i>The Shortage of Officers</i>	146
<i>Engineer Replacement Training</i>	160
VIII. MOUNTING PRESSURE FOR SUPPLIES	175
<i>On A War Footing</i>	176
<i>Pooling Production</i>	180
<i>The Crisis in Production</i>	188
IX. THE CUTBACK IN PRODUCTION GOALS	193
<i>Attempts to Reduce the Army Supply Program</i>	193
<i>Tightening Controls on International Aid</i>	195
<i>Fourth Quarter Production and the Final Reckoning</i>	198
<i>The Late Start in Maintenance of Equipment</i>	206
X. REORGANIZATION FOR GLOBAL WAR	216
<i>Changes in AGF Units</i>	223
<i>Supply and Maintenance Units</i>	227
<i>Changes in ASF Units</i>	229
<i>Distribution of Engineer Troops</i>	238
XI. THE ENGINEER SOLDIER	241
<i>Training the Corps of Specialists</i>	242
<i>Reflections From Battle</i>	254
<i>New Proportions and Capacities</i>	256
<i>The Balanced Engineer Replacement</i>	259
XII. CENTRALIZED UNIT TRAINING FOR ARMY SERVICE FORCES	270
<i>West Camp Claiborne: The Experimental Phase</i>	270
<i>West Camp Claiborne: The Permanent Center</i>	277
XIII. A LENGTHENED PROGRAM AND ADDITIONAL CENTERS FOR UNIT TRAINING	293
<i>Camp Ellis: A Study in Personnel and Command</i>	296
<i>Camp Sutton: A Study in Racial and National Tensions</i>	306

<i>Chapter</i>	<i>Page</i>
XIV. ENGINEER AVIATION UNITS	314
<i>New Activations During the Equipment Shortage</i>	314
<i>Basic Military Training</i>	317
<i>Centralization Begins</i>	319
<i>Used Equipment Appears</i>	320
<i>Evaluation of Unit Training</i>	322
<i>Engineer Aviation Unit Training Centers</i>	324
XV. ENGINEER GROUND FORCES UNITS	337
<i>Mine Warfare</i>	346
<i>Drop in Quality of Fillers in 1943</i>	348
<i>Harvest of Confusion</i>	351
XVI. A NEW ROLE IN AMPHIBIOUS OPERATIONS	355
<i>Origins</i>	355
<i>Early Organization and Training</i>	361
<i>Continued Threat From the Navy</i>	376
<i>Emergence of the Southwest Pacific Requirement</i>	379
<i>Final Objectives and Dissolution of the Command</i>	385
XVII. PREPARING TO RECONSTRUCT PORTS	391
<i>Port Construction and Repair Groups</i>	392
<i>Port Repair Ships and Crews</i>	399
<i>Dredges and Crews</i>	411
XVIII. A NEW MISSION: PETROLEUM DISTRIBUTION	417
<i>Restricted Use of Pipelines by the Quartermaster Corps</i>	418
<i>The Potential Realized by the Corps of Engineers</i>	420
<i>Testing Equipment</i>	426
<i>Training Petroleum Distribution Companies</i>	429
XIX. AN OLD MISSION EXPANDS: MAPPING AND ENGINEER STRATEGIC INTELLIGENCE	438
<i>The Beginning of an Engineer Intelligence Collection</i>	438
<i>The Beginning of an Engineer Map Collection</i>	441
<i>The Conflict Over Aerial Photography</i>	446
<i>Adjustments to Mounting Demands</i>	454
XX. IMPROVEMENTS IN EQUIPMENT	464
<i>The Over-all Program</i>	464
<i>Clearance of Land Mines and Other Obstacles</i>	468
<i>Bridging</i>	483

<i>Chapter</i>	<i>Page</i>
XXI. PRODUCTION IN HIGH GEAR	498
<i>The Search for a Balanced Supply Program</i>	498
<i>The Administrative Reorganization of January 1943</i>	507
<i>The Controlled Materials Plan</i>	511
<i>The Shortage of Components</i>	515
<i>The Administrative Reorganization of November 1943</i>	521
<i>Deliveries: 1943</i>	522
XXII. THE FLOW OF SUPPLIES	530
<i>Evolution of the Supply System</i>	530
<i>Stock Control in the Measurement of Requirements</i>	539
<i>The Procurement Peak</i>	546
<i>Inefficiency in the Midst of Plenty</i>	554
<i>Spare Parts</i>	559
XXIII. RETROSPECT AND PROSPECT	573
BIBLIOGRAPHICAL NOTE	581
GLOSSARY	584
INDEX	595

Tables

<i>No.</i>	
1. Status of Major Items of Engineer Procurement Program: 31 December 1940	101
2. Status of Major Items of Engineer Procurement Program: 20 December 1941	106
3. Distribution of Training Time for Engineer Combat Battalion of Infantry Division and Engineer Armored Battalion of Armored Division . . .	127
4. Engineer Units in Troop Basis: January 1942 and July 1942	144
5. Engineer Replacement Training Center Programed Hours: 1940-41 . .	164
6. Engineer Replacement Training Center Programed Hours: 1942-43 . .	168
7. Construction Machinery Annual Requirements as of December 1942 and Actual Deliveries in 1942	200
8. Miscellaneous Equipment Annual Requirements as of December 1942 and Actual Deliveries in 1942.	202
9. Unfilled Requisitions and the Availability of Depot Stocks: December 1942	205
10. Number and Strength of Engineer Table of Organization Units: 30 June 1945	239

<i>No.</i>		<i>Page</i>
11.	Construction Machinery: Annual Requirements as of February, August, and December 1943 and Actual Deliveries in 1943	526
12.	Miscellaneous Equipment: Annual Requirements as of February, August, and December 1943 and Actual Deliveries in 1943	528
13.	Tractors, Cranes and Shovels: Annual Requirements as of Selected Dates and Actual Deliveries	548
14.	Construction Machinery: Annual Requirements as of Selected Dates and Actual Deliveries	550
15.	Boats and Bridges: Annual Requirements as of Selected Dates and Actual Deliveries	552

Charts

1.	Organization of the Office of the Chief of Engineers: September 1939	6
2.	Organization of the Office of the Chief of Engineers: December 1941.	133
3.	Value of Engineer Supplies Procured by Major Classes of Equipment: 1942-45	181
4.	Organization and Procedures for Handling International Aid	185
5.	Total Number of Engineer Troops, Continental United States and Overseas: 1942-45	217
6.	Organization of the Office of the Chief of Engineers: December 1943.	218
7.	Organization and Procedures for Handling Procurement of Supplies: 1939-45	508
8.	Organization and Procedures for Distributing Supplies	531
9.	Engineer Depots: July 1944	534
10.	Tonnage Handled by Engineer Depots: September 1942-September 1945	542
11.	Elements of Supply and Demand Studies, Supply Control System	546

Illustrations

Maj. Gen. Julian L. Schley	5
Brig. Gen. John J. Kingman	7
Maj. Gen. Thomas M. Robins	8
1st Division Engineers Working on a Muddy Road	10
Col. Stuart C. Godfrey	13
Bulldozer in Operation	32
7½-Ton Ponton Bridge Over the Chattahoochee River	38
H-10 Portable Steel Bridge	40

	<i>Page</i>
German Raft Built of Pneumatic Floats	43
10-Ton Ponton Bridge at Fort Knox, Ky.	46
Pneumatic-Float Treadway Bridge	50
SCR-625 Mine Detector	55
Aviation Engineer Equipment	57
Maj. Gen. Henry H. Arnold	63
Five-Lens Camera, T-3A	65
Multiplex Set	67
Printing Maps in the Field, Carolina Maneuvers	80
Flat-Top Concealing 3-Inch Antiaircraft Gun Emplacement	83
Dummy Planes in Position	85
Soldiers Camouflaged With Individual Nets	87
Assistant Secretary of War Robert P. Patterson	89
60-Inch Searchlight Unit	90
Abbot Hall, Headquarters of the Engineer School	110
Camouflaged Revetments	129
Maj. Gen. Eugene Reybold	134
General Brehon B. Somervell	137
Engineers Constructing the Pioneer Road	143
Brig. Gen. Roscoe C. Crawford	152
Obstacle Course, Ft. Belvoir, 1941	167
Soldiers Firing the Springfield M1903	170
Brig. Gen. Raymond F. Fowler	184
Maj. Gen. Lucius D. Clay	187
Brig. Gen. Clarence L. Sturdevant	220
Tractor-Operated Letourneau Crane M20	245
Class in Automotive Mechanics	248
Engineer Equipment in New Guinea	250
Deactivating Antipersonnel Mines and Booby Traps	256
Class in Drafting at a Civilian University	262
Brig. Gen. John W. N. Schulz	271
Ponton Equipage Being Unloaded	276
Welding Dredge Equipment	289
Overseas Sawmill	291
Negro Troops Training at Camp Sutton	309
Bantam Towed Scraper	317
Engineer Troops Preparing Base Course of Airstrip	336
Lt. Gen. Lesley J. McNair	338
Engineers at Camp Swift, Texas	344
Sowing a Mine Field	348
Brig. Gen. Daniel Noce	362
Landing Craft Operated by Engineer Troops	371
Engineers Placing Sommerfeld Track on the Sand	374

	<i>Page</i>
Jeep Leaving Landing Craft	375
Diver Coming Out of the Water	395
Members of Port Construction and Repair Group	398, 399
Layout Plan for the Engineer Port Repair Ship	404
The Engineer Port Repair Ship	405
<i>Barth, Hains</i> Class Hopper Dredge	415
Preparing for Field Problem on Pipe-Laying	433
Manifold Valve Installation on Pipeline	435
Welder Joining Two Sections of Pipe	436
Women Compiling Foreign Map Information	443
Col. Herbert B. Loper	445
Laying Out Aerial Photographs to Check Sequence	454
Soldier Using Multiplex	455
Sorting Maps for Distribution	458
Bulldozer Cutting Road Through Jungle	472
Road Cut Through Hills and Jungle	473
Beach and Underwater Obstacles, Normandy, France	474
Soldier Removing an Enemy Mine	480
Bridge Truck With Hydraulic Lifting Device	485
Medium Tank Crossing Treadway Bridge	488
Tank Falling into the Colorado River	489
Bailey Bridge	493
Steel Treadway Bridge	497
Stacks of Engineer Supplies	560
Converting Stock Records of Parts	565

The illustration on page 10 is from the National Archives; the illustrations on pages 43 and 46 are from the International News Photos; all others are from the files of the Department of Defense.